



Annual Report

2014 Year in Review

At Rush, providing the best possible care is at the heart of everything we do. In 2014, like every year before it, Rush innovated across health care, research, education and community outreach. Rush is making a difference for our patients, students and community. Donor support makes it possible.

MAKING A DIFFERENCE



Leadership Message

Together, we're making a difference at Rush.

Over the past year, Rush made great strides in research discovery, new treatments, program development, community engagement and the education of tomorrow's health care experts. Providing the best possible care is at the heart of everything we do. Each day, we make a difference for our patients, our students and our community. And friends like you make it possible.

As we strive to transform health care and equip our patients for a lifetime of health, the support of so many grateful patients, friends, staff, faculty and alumni boosts our efforts. Together with you, our donors, Rush is moving toward the future with confidence.

Thank you.



A handwritten signature in black ink that reads "Larry Goodman".

Larry Goodman, MD
Chief Executive Officer
Rush University Medical Center

A handwritten signature in black ink that reads "Peter W. Butler".

Peter Butler
President
Rush University Medical Center

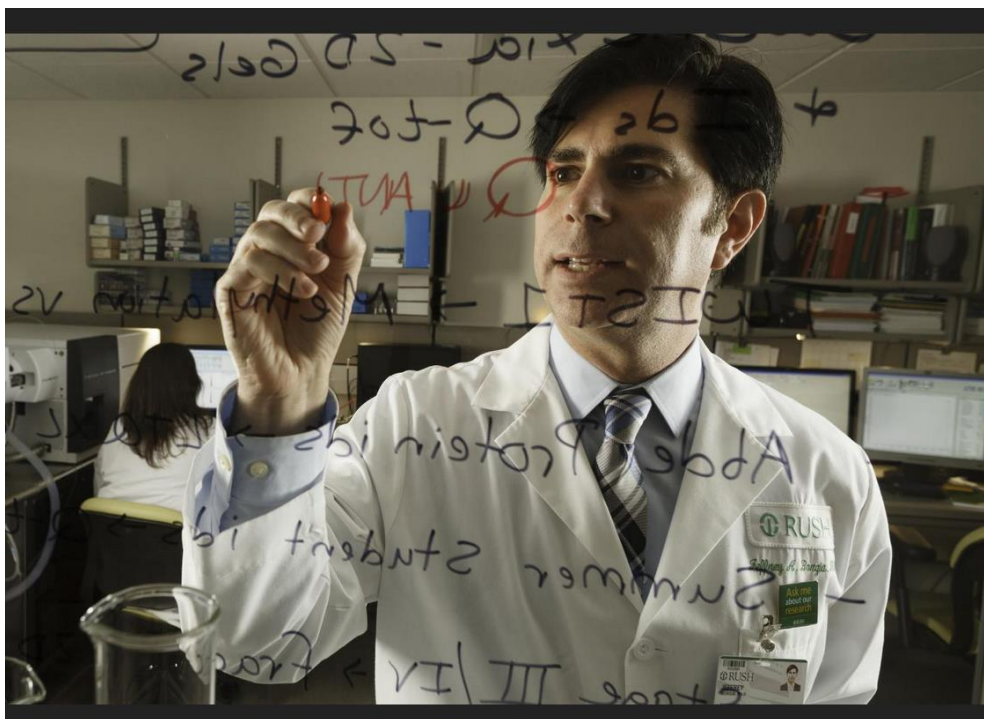


Preparing for Every Scenario

“Donor support built what I believe is the best simulation center in the entire region.” — Michelle Sergel, MD, co-director of the Rush Center for Clinical Skills and Simulation

Elizabeth Brewer Cornell and Alverin M. Cornell couldn't have foreseen the Ebola crisis when they provided for Rush in their estate plans. Yet more than a decade after their generous bequests established Rush's first simulation laboratory, simulation training played a critical role in Rush preparing more than 3,000 employees to respond to the disease.

Because of the continued support of the Brewer family, a significant matching gift from The Sheba Foundation, and an outpouring of support from patients, friends, staff and alumni, the first phase of the new Rush Center for Clinical Skills and Simulation opened in 2014, with an expansion of the center planned for 2015. The center's features include several realistic patient care environments, such as operating and delivery rooms; lifelike patient simulators that closely mimic human responses to treatment; and more than triple the training capacity of Rush's previous simulation lab. And when the center isn't busy preparing staff to address emerging health crises, it's giving teams of students and clinicians much-needed space to learn new techniques, improve communication and work together more effectively, ultimately reducing preventable errors and improving patient outcomes.

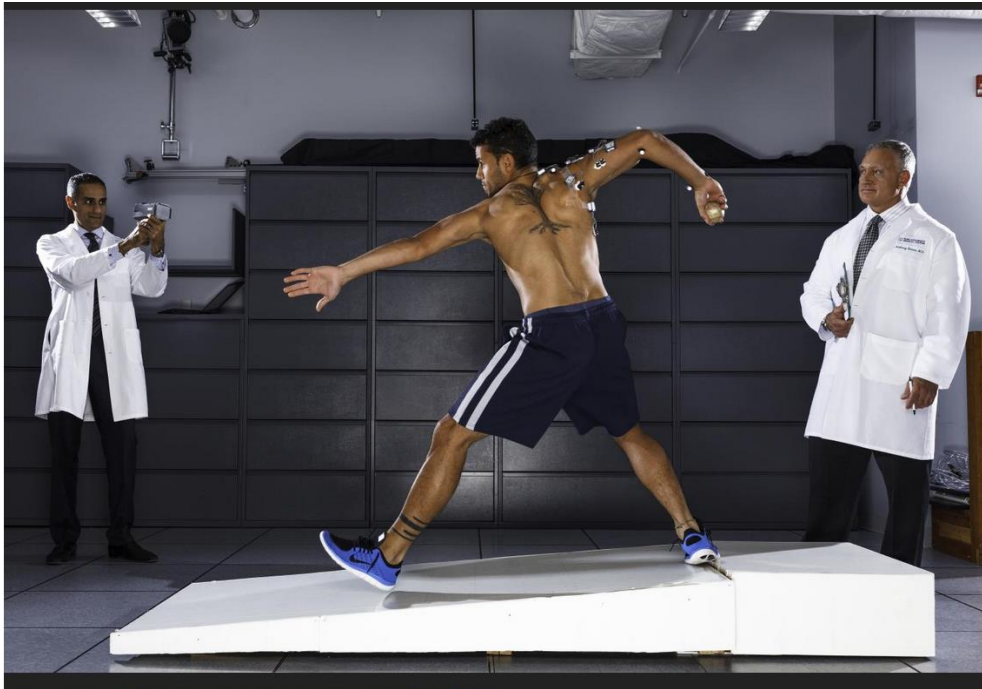


Detecting and Treating Lung Cancer Earlier

"With help from The Woman's Board, we are closer to developing a simple blood test for lung cancer." — Jeffrey A. Borgia, PhD, cancer researcher

Finding signs of cancer as soon as possible can make a major difference to a patient's chance of recovery. With more than 224,000 diagnoses and 160,000 deaths each year due to lung cancer along, the need for early diagnosis is greater than ever. But clinicians everywhere have been missing a key piece of the early detection puzzle.

With a generous gift from The Woman's Board of Rush University Medical Center, that missing piece is now in Rush's hands. Thanks to their support, Rush was able to purchase an Agilent 6550 QTOF mass spectrometer, which greatly improves our ability to find new biomarkers, or indicators of the presence of a disease state. Jeffrey A. Borgia, PhD, and other researchers are using the technology to develop a simple, cost-effective blood test that can diagnose lung cancer cases much earlier than before. Furthermore, this instrument will also be used to identify other biomarkers that will help physicians pinpoint the best treatment for each patient's unique condition, thereby improving their clinical outcome. Finally, Borgia will also collaborate with other researchers at Rush to solve research questions that could ultimately help find early signs of other cancers, opening doors for more progressive research.

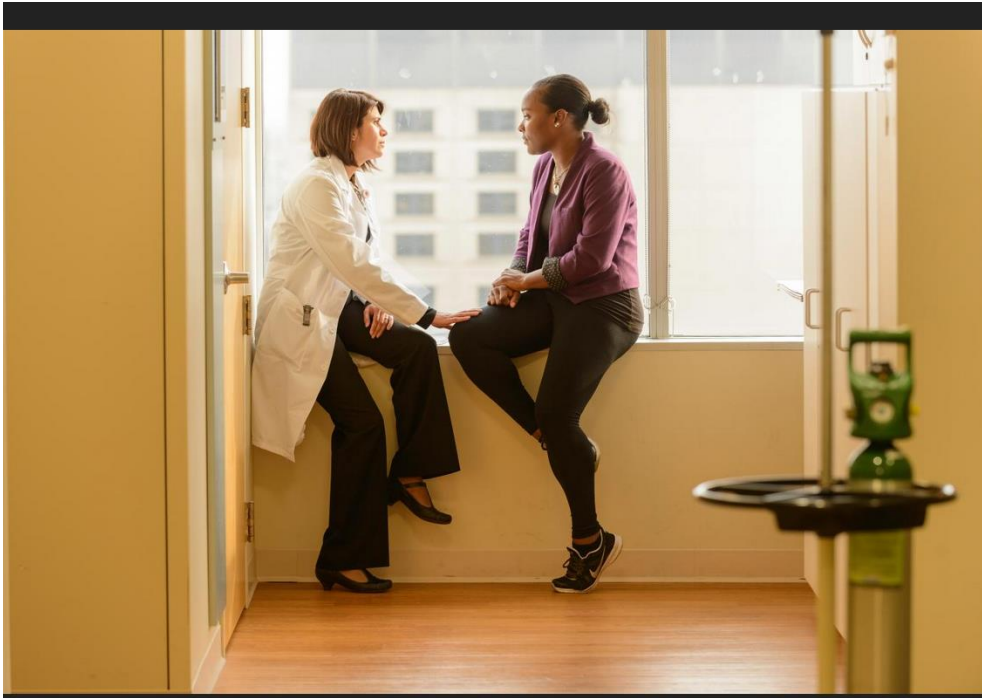


Bringing Athlete-Level Care to the General Public

"Because grateful patients support our motion analysis research with the most complex cases, all of our patients benefit." — Anthony A. Romeo, MD, professor of orthopedic surgery at Rush

Shoulder specialists with Midwest Orthopaedics at Rush had a vision: to take some of the motion analysis research they'd done to learn more about professional baseball players' joints and use it to inform patient care at Rush. But when planning began, they quickly realized the resources to maintain such an effort were outside of their grasp. That's when grateful patients and friends, including Ronald Tarrson, Steven Tarrson, and James and Georgia Athans, stepped in.

With their support, Midwest Orthopaedics at Rush will be able to apply the advanced motion capture technology in the Joan and Paul Rubschlager Motion Analysis Laboratory to the treatment of a range of shoulder and arm condition, including the most complex cases. Orthopedic experts Anthony A. Romeo, MD and Nikhil Verma, MD will be able to track and study patients' movements before and after surgery or treatment over the course of years, ultimately resulting in enhanced care that affects the way patients move for a lifetime.



Giving New Hope to Leukemia Patients

"Gifts made in memory of a loved one can bring hope to so many others through promising research." — Reem Karmali, MD, hematologist at Rush

Imagine being diagnosed with an aggressive form of leukemia — and then being told you have a survival expectancy of 18 months. Today, patients who've received that very diagnosis are alive and thriving thanks to an innovative clinical trial at Rush, where existing diabetes drugs are used to fight cancer. In recent years, federal grant funding has diminished for efforts such as this trial. Were it not for philanthropic support, these patients may not have been able to access the medicine they need.

Thanks to generous donors to the Robert L. Heidrick Memorial Endowment for hematology-oncology, the trial will be able to help even more patients like these. Because so many friends made gifts in honor of the late Rush trustee and Rush patient Bob Heidrick, hematologist Reem Karmali, MD, and her collaborators can continue studying the use of existing drugs that may make care much more effective, while lowering health care costs to treat certain conditions. With continuous funding from this memorial endowment, promising and transformative research like this can come to fruition, saving and improving patients' lives.



Creating More Efficient Models for Health Care

“Thanks to the BMO Harris Bank grant, our research may lessen emergency room crowding throughout Chicago.” — Crystal Glover, PhD, BMO Harris Bank Health Disparities Research Fellow

Economic downturn during the last 15 years has led to a debilitating trend for emergency rooms: patients seeking treatment for ailments that are not emergencies. Many ER patients’ needs would be better met by primary care physicians, but many patients, especially those from underserved communities, either don’t have a primary care physician or don’t know how to access one.

A \$5 million grant from BMO Harris Bank is helping Rush — together with the Medical Home Network (MHN) and City Colleges of Chicago — to break this costly, inefficient cycle. As part of this complex initiative, Crystal Glover, PhD, a BMO Harris Bank Health Disparities Research Fellow, has been studying patient populations in Rush’s Robert R. McCormick Center for Advanced Emergency Response using quantitative data on visits and discharges, as well as face-to-face interviews with patients. This research aims to help underserved patients connect with primary care services through Chicago’s Medical Home Network and ultimately contribute to more sustainable models of care delivery, while allowing ER personnel the resources to focus on actual emergencies.



Overcoming Financial Barriers to Medical Education

“With scholarship support, I am pursuing my passion while minimizing my debt after graduation.” — Kate Savage, fourth-year Rush medical student and alumna of the Graduate College at Rush University

Raised on Chicago’s South Side, Kate Savage comes from a big, loving family. As is the case with so many families, her parents’ contribution to her undergraduate education left them with little to offer for further schooling. Kate self-paid for her master’s education but had limited finances to apply toward medical college. With generous support from Rush alumni, however, she was able to pursue her true calling.

Kate is now in her fourth year at Rush Medical College, and the investment these donors made in Kate has already brought in returns. Kate, who also earned a master’s degree in biotechnology from Rush in 2011, has taken full advantage of various volunteer opportunities through the Rush Community Service Initiatives Program. She offered her skills and enthusiasm to a homeless shelter, a drug rehabilitation facility and the Simpson Academy for Young Women, where she assisted teen mothers and expecting teens, proving her commitment to helping others, just as her scholarship donors have helped her.



Fighting HIV With Existing Medicine

“Funding from my endowed chair gives me the flexibility to tackle challenges like HIV and aging with outside-the-box approaches.” — Alan L. Landay, PhD, Thomas J. Coogan Sr., MD, Chair of Immunology

We live in a time where people live long lives, even with conditions like HIV that were once seen as death sentences. But with new medical breakthroughs come new challenges: HIV patients are now developing diseases associated with the elderly, such as cardiovascular disease, at earlier ages.

With funding from the Thomas J. Coogan Sr., MD, Chair of Immunology, Alan L. Landay, PhD, has unmatched flexibility to pursue promising paths of discovery, free of constraints often associated with federal programs. This endowed chair allows Landay to collaborate with experts from different fields within Rush, and work with specialists from around the world to research treatments that will combat HIV without prematurely aging patients. One possibility Landay has unveiled includes the use of existing cancer and diabetes medicines to treat HIV — the kind of game-changing discovery that might be impossible were it not for private philanthropy. What’s more, Landay’s work is providing new clues into the aging process in general. This research has the potential to lead to earlier diagnoses of diseases associated with aging and help all patients live longer, healthier lives.



Serving Veterans, Families on the Road Home

"An outpouring of philanthropy created a new support system for our veterans and their families." — Chris Miller, outreach coordinator at Road Home Program and a Marine who served in Iraq

Each day, one-third of returning veterans live with PTSD or traumatic brain injury. For them, the stresses of daily life become their enemy. Now, Rush and a host of motivated donors have given these veterans a safe place that they and their families can turn to for assistance and understanding.

The Road Home Program: The Center for Veterans and Their Families at Rush opened in 2014 with a staff of doctors, outreach coordinators, licensed clinical social workers and professional counselors. Together, they address the full ranges of challenges for veterans suffering from trauma-induced disorders and injuries, as well as the unique needs of veterans' family members. Many staff members are veterans themselves, building a deep and trusting connection. Road Home can also serve military who experienced sexual trauma or those suffering from moral injuries, among other struggles. Early funding from Welcome Back Veterans, an initiative of the Robert R. McCormick Foundation and Major League Baseball; the Crown Family; the Michael Reese Health Trust; Bank of America; and other donors has laid the groundwork for these new services. With additional support, the program will continue to grow and expand to help veterans and families lead healthy, happy and productive lives.

FY2014 Financial Report

Fiscal year 2014 marked another year of solid financial performance, strong patient satisfaction and recognition of excellence in patient care, education and research. Rush continued to experience consistent operating profitability, growth in revenues and improved liquidity. The organization's strong financial performance has been recognized by the rating agencies with improvements in our bond rating, which are now A1/A+/A+ from Moody's, Standard & Poor's and Fitch, respectively, compared to A2/A/A+ in FY2013. Dating back to FY2011, Rush has received five rating upgrades and five favorable outlook revisions from the three rating agencies.

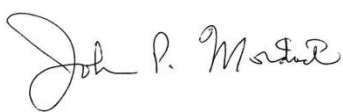
Operating income, the most important source of funding for Rush was \$73 million during FY2014, which reflects an operating margin of 4.5 percent. For the 10th consecutive year, this operating performance exceeded Rush's financial targets, which have an underlying objective of achieving a return that will allow the institution to invest to fund future obligations and reinvest in our facilities and core activities of patient care, research, education and community service. Rush's unrestricted cash and investments, a measure of liquidity and an important secondary source of payment for external investors, totaled \$759 million as of June 30, 2014 — a 20 percent increase over June 30, 2013. The improvement of the balance sheet and liquidity has become even more important with the challenging health care environment and the competitive Chicago area market.

Patient care continues to be at the center of Rush's mission. Through its investments in clinical programs and demonstrated quality of care, Rush has established itself as a local and national leader in health care. During FY2014 Rush continued to experience strong clinical activity in its hospital and outpatient settings. As a result of the strong clinical activity, Rush experienced an increase in its market share in FY2014. Research and education remain critical components to achieving Rush's vision. Research expenditures amounted to \$129 million during FY2014. In addition, Rush University continues to experience growth in its student enrollment.

Rush remains committed to supporting the communities we serve, including Chicago's West Side. In total, Rush provided \$249 million in community benefits during FY2014. Included within that total, Rush provided \$172 million in unreimbursed care to our patients. Rush also financially supports the education of the next generations of physicians, nurses and allied health professionals and supports the cost of research that is in excess of external funding received.

Rush is grateful to its generous donor community in supporting its mission and vision. Rush raised more than [\\$29 million in philanthropic funding](#) during FY2014. The endowment, which provided \$16.6 million to Rush in FY2014, continues to provide stable annual support to Rush's programs, including professorships, research and education, free care, student financial aid, scholarships and fellowships. [Philanthropic contributions](#) are an increasingly important element of an academic medical center's continued growth and vitality.

Over our more than 175-year history, Rush has continued to evolve as a growing academic health system. By maintaining our financial strength in the years to come, Rush has a bright future in continuing to pursue our mission and achieve our vision of becoming the leading health system in the region and nationally recognized for transforming health care.



John P. Mordach
Senior Vice President and Chief Financial Officer
Rush University Medical Center

FY2014 Philanthropy and External Awards

Between July 1, 2013, and June 30, 2014, Rush's patients, volunteers, alumni, faculty, staff and friends contributed nearly \$30 million in philanthropic support, showing their powerful commitment to Rush's mission.

These generous gifts provide the margin of excellence for every aspect of our mission — especially research. Philanthropy is critical to our ability to support clinicians and researchers as they work to prevent disease, find cures, train the next generation of researchers, and translate their skills and insights into the next wave of lifesaving medical advances. Particularly important, philanthropic seed funding for the earliest, most difficult-to-fund stages of research enables researchers to “grow” an idea. It's also critical in nurturing the work of young investigators who may lack a proven track record but show promise to someday join the ranks of Rush's NIH-funded researchers.

In addition to philanthropic support, researchers at Rush received approximately \$75.2 million in external research awards in FY2014. Funding from esteemed sources, including the National Institutes of Health, continues to propel Rush's breakthrough research that will shape the future of health care in our community and across the world.

On behalf of all of our patients, students, faculty and staff, Rush thanks the many individuals, families, corporations, foundations and other organizations who supported Rush in FY2014. A listing of our generous FY2014 donors appeared in the fall 2014 issue of the *Envision Rush* donor newsletter. To obtain a print copy of the honor roll, to ensure that you're on our mailing and email lists, or to learn more about giving to Rush, please contact the Office of Philanthropy at (312) 942-6830 or giving@rush.edu.

Founded
1837

Rush Medical College received its charter on March 2, 1837, two days before the city of Chicago was incorporated. Rush Medical College was the first medical school in Chicago and one of the earliest in the Midwest.

People

Rush staff dedicated to serving our patients

1,207

Medical Staff

2,051

Nursing Staff
(Medical Center)

1,405

Nursing Division

658

Residents and
Fellows

9,300

Total Employees



Staffed Beds



Main Rush Campus in Chicago

Rush University
Medical Center

605

Johnston R. Bowman
Health Center

72

Oak Park

Rush Oak Park
Hospital

72

Births



2,158

Live Births

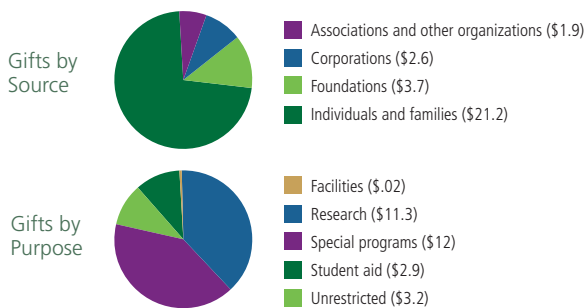
Patient Statistics by Site



Admissions	31,515	4,581	
Average Stay (Days)	5.56	5.18	
Patient Days	175,370	23,708	
Operations Performed	20,455	5,647	5,526 (Rush Surgicenter)
Emergency Room Visits	63,458	29,307	

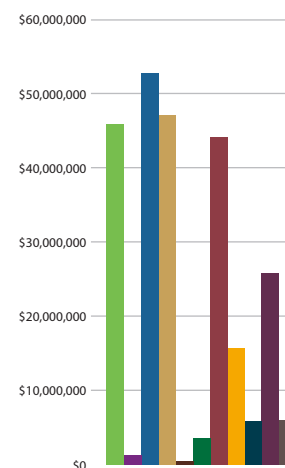
\$29,394,947

Total Philanthropic Gifts (In millions)



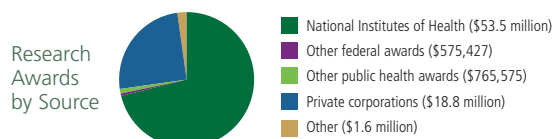
\$248,588,818

Total Community Benefits (In millions)
(Includes Rush Oak Park Hospital)



\$75,225,122

Total Research Awards



Student Body

510

Rush Medical
College

991

Rush University
College of Nursing

675

Rush University
College of Health
Sciences

220

Rush University
Graduate College

2,457



